

Guidelines

Recruitment and Selection

Amd Date 04/01/08

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Objective

The purpose of this document is to provide information that will guide all parties involved in the recruitment and selection procedure.

Scope

This document outlines SCL's recruitment and selection guidelines. It does not cover the recruitment and selection guidelines of executive positions.

Definitions

Assessors: An SCL employee who has undergone the necessary training in order to become proficient in the skill of observing and assessing applicants behaviour during any selection exercise.

DDI: Development Dimensions International - the founding organisation of the study of behaviours in job roles and the link of behaviours to success or failure in a role.

Dimensions: the requirements for the job/role: the knowledge, behaviours and motivations associated with success or failure in the job/role.

Facilitator: An SCL employee who facilitates proceedings at a recruitment activity.

ICS Software (Identifying Criteria for Success): is the software designed by DDI for the collation and interpretation of information collected during the job analysis stage.

Job Analysis: is the systematic study of how a job/role is performed in order to understand the dimensions/qualities required for success in that job/role.

Job Fit: the extent to which activities and responsibilities available in the job are consistent with the activities and responsibilities that result in personal satisfaction: the degree to which the work itself is personally satisfying.

Location Fit: the extent to which geographic location has the features and opportunities that provide personal satisfaction.

Motivational Fit: is the cluster of dimensions (will do) you can use to determine whether there is a sufficient match between what a person likes and what is available in the job and the organisation to keep him/her satisfied (motivated). There are three dimensions of motivational fit; job fit, organisation fit, and location fit.

Organisation Fit: the extent to which an organisation's mode of operation and values and culture are consistent with the type of environment that provides personal satisfaction.

Selection Panel: A combination of SCL employees who are chosen for their technical knowledge of the position &/or their knowledge of the behaviours that are critical for success in the role. All selection panel members should have the skills needed to gain information on these behaviours &/or technical knowledge during an interview activity. The panel is also required to evaluate all information and to put forward a recommendation.

Targeted Selection: a technique that focuses on gathering behavioural information during an interview.

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++ Guideline

++ Stages In The Recruitment And Selection Process

The following provides more details on the stages involved in the recruitment and selection guidelines. These steps should be viewed in the context of each recruitment exercise. The Employee Relations representative and the selection panel will determine the appropriate recruitment approach to be adopted with the ER person guiding and coaching the selection panel through the procedure as required.

Once the position has been recommended to recruit by the manager of the position, it must be further endorsed by the General Manager and the ER Manager and approved by the CEO. The manager then needs to liaise with Employee Relations to decide on the most appropriate recruitment process whereby Employee Relations will advise accordingly.

Identification of Resource Requirements

In order to begin recruitment for a position (permanent, temporary, replacement or new position), approval needs to be obtained. The majority of positions will be in accordance with the division's Establishment Plan however some new positions may be requested to be recruited for. A memo outlining the need to recruit for this position must be written. It is commonly referred to as the "Recommendation to Recruit Memo". This memo should include the composition of the Selection Panel for approval as well. This memo can be found on [Microsoft Word / SCL Templates / HRM – Human Resources Management](#).

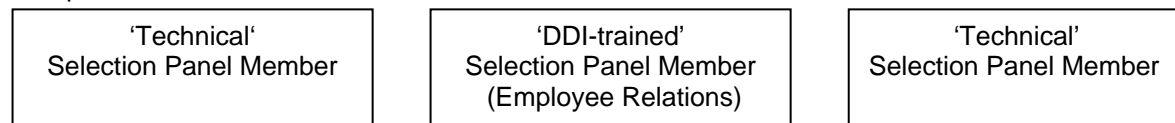
Approval Process

The Recommendation to Recruit Memo must be forwarded/presented to the CEO, which approves/rejects recruitment at his discretion. If approval is obtained the signed memo should be forwarded to Employee Relations who will begin the recruitment in conjunction with the Manager as outlined in the memo.

Composition of Selection Panel

The selection panel make-up will be determined through consultation between the ER team and the Manager in the team who has identified the resource need. The selection panel will consist of three people: Interviewer 1 – an individual who possesses some degree of technical knowledge of the position, Interviewer 2 – Employee Relations who is DDI-trained, and Interviewer 3 – Technical expert.

Composition of Interview Panels at SCL



Employees with a family member or a close personal friend applying for a position should not be involved in the selection process. Employees who have knowledge of a person(s) applying for a position are required to declare the situation to Employee Relations. Employee Relations will advise of a suitable course of action depending on the employee's previous interactions with the person(s) applying and the employees anticipated level of involvement in the recruitment and selection process.

Consideration should be given to the composition of the selection team in regards to gender mix and other EEO principles.

The composition of the Selection Panel also needs to be approved by the CEO for team leader and other professional roles and for other positions General Manager approval is required.

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Development of Position Description

The manager in consultation with the Employee Relations Advisor will review the current or develop a new Position Description. Refer to Attachment 8.4 on how to write a Position Description. Attachment 8.5 shows an example of a Position Description.

Job Analysis is a critical step in identifying the right information to contain in a Position Description.

Job Analysis

Job Analysis allows those involved in the recruitment and selection for a position to begin a 'competency analysis' to determine which criteria, or 'competencies', are necessary for success in the position. The information that is collected during the job analysis stage helps in getting a clear picture of the role both technically and behaviourally.

The technical information is collected through a process of interviewing key people associated with the role.

The behavioural information is collected via a questionnaire in which a range of employees who work closely with the role, such as a supervisor, co-worker/content expert, and/or first report, rate the position on a number of criteria. It may be necessary for Employee Relations to interview those involved in collecting the information in order to 'fine-tune' the information. Job Analysis determines which criteria, or 'dimensions', are necessary for success in the position. These dimensions are then ranked in order of importance to ensure that the selection procedure is focused on only the most important dimensions during the recruitment and selection process. The information collected from the job analysis then helps in the development of the position description, interview guide, and final selection stage activities.

Position Evaluation

EBA positions are evaluated under classification points in the certified agreements. Where the position being recruited for is an Alternative Employment Arrangement position it will need to be evaluated by an appropriate method such as the HAY Evaluation method. This will be organised by ER and is performed to ensure that the remuneration for the role is in line with market levels. New evaluations are generally only required when the position description is changed by more than 15%.

Position Advertised

When external advertising is appropriate, the hiring manager will liaise with ER to develop the advertisement in line with the Position Description. The ER team will allocate a reference number to each position and in conjunction with the contracted advertising agency, place it in the designated newspapers. The contracted advertising agency is responsible for presenting the advertisement in SCL approved format.

All positions must be advertised internally and can be advertised externally if requested by the manager. All positions should be advertised in the first instance as a Rockhampton based role. The only exception to this will be with good reason and approval sought by the CEO.

The ER Team will arrange for a copy of the position description to be posted onto the Corporation's Internet site if the position is externally advertised.

ER will circulate details of any vacancy to all SCL sites to assess if the skills can be found within the current workforce whilst promoting internal employment progression opportunities. The internal process of recruitment will be discussed between the Manager and the ER Representative as to the most appropriate recruitment strategy to be followed.

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Receipt and Acknowledgment of Applications

This is the responsibility of the ER Team. The ER team will:

- Compile a recruitment file for all recruitment correspondence,
- Send acknowledgment letters to all applicants within a week of the closure date,
- Consider late applications depending on the circumstances surrounding the late submission in conjunction with the manager.

Evaluation of Applicants

▪ Shortlisting

At this stage of the procedure applicants are shortlisted against technical/professional knowledge and experience areas because this can easily be evaluated from a written application. Additional shortlisting based on the principle accountabilities contained in the Position Description is also conducted after the initial shortlist. The shortlisting of applications is therefore carried out by the technical people on the panel.

The behavioural aspects of the role form the basis of the interview where they can be explored more easily by the DDI trained interviewers on the panel.

During the evaluation stage it's important to verify that electrical trade certificates and tertiary qualifications required for the position are valid and to a recognised standard. For applicants with international qualifications it's important to ensure they have or can gain recognition of their qualification to an acceptable Australian standard.

Electrical Fitter Mechanics

Electrical Trade qualifications must be recognised through Trades Recognition Australia and the applicant must have a Queensland Electrical Licence to enable them to work unsupervised in Queensland. If an applicant is from interstate they must complete the process of obtaining a Queensland Electrical Licence prior to appointments being made. Further information regarding the recognition of trade certificates is available on the following web site:

<http://www.workplace.gov.au/workplace/Programmes/TRA/>

Engineers & Technicians

Engineer and Technician qualifications need to be recognised by Engineers Australia. Applicants applying for Technician roles need to be eligible or have current membership with Engineers Australia at an Associate level. Applicants applying for Engineering roles need to be eligible or have current membership with Engineers Australia at a Professional level. Further information regarding the recognition of qualifications is available on the following web site:

<http://www.engineersaustralia.org.au>

▪ Telephone Screening / Interview

Telephone screening/interviewing can be carried out in order to clarify technical information that may not be clear on an applicants resume. Furthermore it may be necessary to further shortlist applicants that initially meet the technical criteria when there are a large number of applicants that meet the technical criteria on paper.

▪ Interview and Technical Examinations

The following selection panel members will conduct in-depth technical and behavioural interviews: Interviewer 1- DDI Trained (ER), Interviewer 2- technical expert (peer) and Interviewer 3- technical expert (usually supervisor).

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The technical interview questions are extracted from the position description, as the position description details the principle accountabilities and responsibilities for the role. The technical experts on the panel compile the technical interview questions. The behavioural interview questions covered in the interview are formulated from the dimensions identified during the job analysis stage. The DDI trained (behavioural) selection panel member compiles the behavioural interview questions in the form of an Interview Guide specific to the recruitment action in consultation with the manager.

Technical examinations can be further used to assess the technical ability and specific content knowledge of applicants. The Interview Guide and any technical examinations are to be used consistently for all interviewed applicants in the recruitment action to ensure equity in the recruitment process.

Final Selection Stage

The selection panel responsible for the recruitment of a position must consult with the local employee relations advisor at the start of the recruitment procedure to determine the appropriate selection activities to be carried out.

Roles of those involved in Final Selection Stage

The Employee Relations Advisor will:

- Arrange a facilitator and Selection Advisors for the Final Selection Stage
- Ensure logistics for the Final Selection activities are arranged, including venue and travel arrangements
- Plan the Final Selection Stage schedule
- Prepare Selection Advisor Handbooks
- Compile information gathered at the Final Selection Stage and submit results to the selection teams
- Facilitate a post Final Selection Stage debrief in order to identify learning opportunities for Selection Advisors and future Final Selection Stages.
- The Facilitator will facilitate activities associated with the Final Selection stage.

The Selection Advisors will:

- Become conversant with the behavioural dimensions/attributes assessed at the Final Selection Stage.
- Participate in the Final Selection Stage debrief.
- Provide constructive feedback on how to improve the Final Selection Stage process.
- Carry out the role of a Selection Advisor in line with the Final Selection Stage Code of Conduct.

Composition of Final Selection Stage

The Final Selection Stage is aimed at testing for the following:

- Job Fit Criteria - Preferences/Traits & Technical
- Organisation Fit – As specified in the Organisations “Guiding Principles”
- Psychological testing – It is recommended that unless otherwise necessary the top 2 candidates are selected to complete a psychological test. These tests are organised by ER at the recommendation of the selection panel. The selection panel will be debriefed by the psychologist, once the results are available, to be briefed on how the results of the candidate match to the role recruited for.

Reference Check

Reference checking can be used to gather more information or confirm information gathered during the earlier parts of the recruitment and selection process. Please refer to attachment 8.3 for further information on how reference checking should be conducted.

Recommendation & Approval

After all selection data has been gathered and analysed, a recommendation for the successful applicant will be completed by the manager and should firstly be forwarded to the ER Manager for endorsement and then to the General Manager for approval.

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- + + The template "Recommendation to Appoint" should be used as the approval documentation to appoint the successful applicant to the role. This template can be found on WORD/ SCL Templates/ HR- Payroll.
- + Once this Recommendation has been approved it should be forwarded to the Employee Relations Advisor coordinating the recruitment who will initiate the offer of appointment.
- + *Offer of Appointment*
- + After approval is received either the Position's Manager or a member of the ER team may make a verbal employment offer to the successful applicant.

The ER Advisor will send a written offer of appointment. This letter will outline:

- Working conditions
- Salary rate
- Roster details
- Expectations
- Location of Appointment
- Date of Commencement

The following attachments provide more details on the steps involved in the recruitment process.

Responsibilities

Assessors

- Assess applicant's behaviour during any selection activity

Selection Team

- Shortlisting applicants
- Interviewing applicants
- Completion of Recommendation to Appoint Memo

Employee Relations (ER)

- Offer guidance to the relevant manager on the writing of the 'Recommendation to Recruit' document to be endorsed by the General Manager and ER Manager and signed off by the CEO.
- Offer guidance to the manager in the writing of the Position Description document.
- Arrange for a copy of the position description to be posted onto the Corporation's Internet site (if advertised externally).
- Place the advertisement in relevant newspapers/websites.
- Circulate details of the vacancy to other SCL sites where applicable.
- Offer guidance and coaching to the selection panel to ensure legislative compliance
- Completion of all recruitment procedure-related documentation
- Assist in arranging travel, accommodation and interview schedule
- Co-ordinate recruitment and selection process
- Send Acknowledgement letters to all applicants within a week of the closure date.
- Arrange the Final Selection Stage
- Preparation of official Appointment Letter
- Offer guidance to the selection panel on the writing of the 'Recommendation to Appoint' document to go to the Divisional Manager and ER Manager for endorsement and the General Manager for approval.
- Reviewing and updating of these guidelines on an annual basis.
- To keep recruitment progress in line with recruitment schedule and in accordance with EEO and Anti-Discrimination principles
- Ensure that recruitment information is kept confidential
- Ensure that the recruitment file is kept up to date
- Ensure that the responsible manager is kept informed of the progress of recruitment

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+ + Manager

- + + ▪ Responsible for initiating the actions within the recruitment process
- + + ▪ Maintains a good communication with the ER contact for the position advertised.

+ General Manager

- + ▪ Approval of 'Recommendation for Appointment' documentation.

+ General Manager – Business Services

- + ▪ Signing of Recommendation to Recruit and Appointment Letters. However the Employee Relations Manager and the Stanwell Power Station Manager have received authority from the General Manager to sign on his behalf if required.

CEO

- Approval of new positions as per the Delegation of Financial Authority document through signoff on the "Recommendation to Recruit Memo".

Review

At a minimum, this Guideline and any subsequent updates are communicated via email to the entire corporation. Additional communication may be coordinated by the Guideline owner.

This Guideline is available electronically in Hummingbird.

This document will be reviewed annually.

Links and References

- DDI - Targeted Selection - Administrator Manual (contact ER Services for more information)

Attachments

- [Attachment 1: Tips for Successful Shortlisting](#)
- [Attachment 2: Tips for Successful Interviews](#)
- [Attachment 3: Guidelines for Reference Checks](#)
- [Attachment 4: How to Write a Position Description](#)
- [Attachment 5: Example of Position Description](#)
- [Attachment 6: File Coordinator Guide](#)
- [Attachment 7: Functional Flowchart - External Recruitment](#)
- [Attachment 8: Functional Flowchart - Internal Recruitment](#)

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- + + **Attachment 1: TIPS for Successful Shortlisting**
- + The selection panel should only seek the facts that are essential in deciding whether the person should be interviewed that is, using the qualities that are outlined in the Criteria for Selection document. The criteria that are evaluated at the early stage of the process are technical criteria such as qualifications, relevant skills and experience related to the principal accountabilities.
- + Selection panel members need to be aware of anti-discrimination and equal employment opportunity legislation
- + during the shortlisting process. In line with this legislation applications should not be evaluated on a number of characteristics as outlined on page 15 of this document.

The most important rule is to maintain objectivity. Personal attitudes, preferences or prejudices should not influence your judgement. For this reason, employees with a close personal friend or family member applying for a position will not be part of the selection process.

Specifically, applicants who do not meet the technical criteria are not interviewed. If a large number of applications meet the criteria, then a telephone interview may be used to screen out applicants on the basis of how well they match up to the technical criteria.

To ensure that only information that is relevant to the recruitment and selection process is considered, a spreadsheet that will assist the shortlisting process has been developed and can be obtained from Employee Relations. It contains a scoring system that must be used when evaluating candidates. It is displayed below:

- 1 = no fit with criteria/ dimension
- 2 = low fit with criteria/ dimension
- 3 = acceptable fit with criteria/ dimension
- 4 = strong fit with criteria/ dimension
- 5 = exceptional fit with criteria/ dimension

This scale is used throughout the entire process. This means that there is consistency at each stage of the process; shortlisting, interview and Final Selection Stage. This allows the following to occur:

- People involved in the recruitment process such as Selection Advisors and selection panel members understand and can apply the rating system more easily,
- The results from each stage of the process can be more easily compared,
- Selection Panel members can give more accurate feedback to candidates.

Attachment 2: Tips For Successful Interviews

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Interviews provide the opportunity to meet the applicant face to face.

Interview Technique

Interviews should use a list of specific questions and points related to either the technical knowledge areas of the position or the behavioural dimensions associated with the role. The focus at this stage should not be on broader aspects of Organisational Fit.

Each applicant is to be interviewed by a panel of at least three people. Questions and roles should be allocated to the members of the panel prior to the interview.

This approach ensures consistency and fairness with the questions and provides a level of impartiality in applicant evaluation. For some positions it may be necessary to have applicants complete a practical/technical assessment.

Interviews – Basic Steps

Preparation

- Arrange a suitable date, time, place and inform ALL other interviewers
- Brief receptionist and security
- Prepare the room, ensure all documentation is on hand, seating is available and no interruptions will occur
- Familiarise yourself thoroughly with all available information regarding the applicant
- Prepare the questions you will ask and points you wish to raise
- Remove gender from your questions e.g. if you want to ascertain whether the applicant can work as part of a team, don't ask whether they have ever played football.
- Discrimination – If questions show a clear prejudice against a particular type of person there is a possibility that discrimination allegations could be made.
- Refer to attached documentation regarding the do's and don'ts of questioning.

Conducting the Interview (Refer to TARGETED SELECTION interview guide for further information)

The Opening

- Establish rapport, create a relaxed, friendly atmosphere to 'break the ice'
- Introduce selection panel members
- Outline role and explain where selection panel members fit in
- Congratulate the applicant for getting this far in the recruitment & selection process and thank them for attending the interview today
- Summarise recruitment steps undertaken so far
- Explain how the interview will run

The Body of the interview

- Maintain control of the interview
- Confirm and investigate past and present employment details, achievements, any large gaps in employment history or excessive job changes each year
- Determine why the applicant applied for the position/reasons for leaving previous position
- Assess body language, how responses are made and how information is volunteered
- Allow sufficient time for applicant's questions
- Listen – the applicant should do most of the talking
- Use pauses or silence as a prompt for elaboration of details
- The more sincerity and interest you display during the interview the more likely candidates are to remain in the process.

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- + +
- + ▪ When candidates provide a complete example, the interviewer could say “That’s exactly the kind of information I’m looking for” not only encourages the person to provide detailed answers to future questions, it also sends the message that you find the candidate knowledgeable and competent.
- + ▪ Likewise, when the candidate provides sensitive or potentially embarrassing information you have an opportunity to listen and respond with empathy. This lets the candidate know you understand, helps the person to be more open and enhances his or her self-esteem. In the short run, maintaining or enhancing a candidate’s self-esteem keeps the interview positive.

Closing the Interview

- Taper the interview to a close
- Determine that the applicant is still interested in the position and confirm when they may be able to commence (without indicating their success or otherwise)
- Discuss employee benefits in regards to working for Stanwell. eg. , remuneration, salary sacrifice etc, etc.
- Sell’ the organization and the job to the candidate – this can be accomplished by sharing all relevant information such as:
 - Job title and description,
 - A detailed explanation of the duties and responsibilities,
 - Consider outlining a typical day or week,
 - Reporting Relationships,
 - Provide an organisational chart,
 - Amount of travel required,
 - Amount of overtime and weekend work required,
- Opportunities to display education, skills, experience and enthusiasm for the new job.
- Check understanding. It is usually more appropriate for the last interviewer who meets with the candidate to check for understanding. Checking for understanding is a natural process at this point. The interviewer comes across as wanting to be sure that the candidate has ‘a good fix on the job’. This is also seen as a way for the interviewer to find what information ‘holes’ about the job exist so he or she can fill them in.
- Your responsibilities don’t end after the last interview. Candidates are naturally curious about their chances of employment. It’s only fair to tell candidates when to expect a hiring decision and whom to call if they have any questions. Keep candidates informed of their status in the hiring process or of delays in the hiring decision. Your efforts to follow up let them know the importance of the decision and convey a professional, caring image.
- Close the interview in a friendly, courteous and decisive manner
- Duplicate the greeting procedure – escorting to reception, etc.
- Your actions after the interview leave a lasting impression with candidates. Failing to follow up can be costly. Not only will the positive image you developed during the first two phases be tainted but, candidates you planned to hire might seek employment with other organisations.

Solidify the positive impression you established in the interview by:

- Providing candidates with timely updates of their status in the selection process (within 5 to 10 working days of the last interview).
- Contacting candidates in writing about the hiring decision.
- Letting candidates know of delays in the hiring decision.
- Reimbursing candidates promptly for travel costs

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ANTI-DISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY PRINCIPLES

Subject	You May Ask	You May Not Ask
Race or colour	No question may be asked	About complexion and colour of skin
Religion or creed	No question may be asked	About an applicant's religious denomination, religious affiliations, church, synagogue, parish, pastor, rabbi or religious holidays observed. (An applicant may not be told, 'This is a (Catholic, Protestant, or Jewish) organisation.
National Origin	No question may be asked	About an applicant's lineage, ancestry, national origin, descent, parentage or nationality. Nationality of applicant's parents or spouse.
Sex	No question may be asked	A pre-employment enquiry as to sex on an application form.
Marital Status	No question may be asked	Are you married? Where does your spouse work? What are the ages of your children, if any?
Age	Are you legally entitled to work in Australia?	How old are you? What is your birth date?
Disability	Do you have any impairment, physical or mental, which would interfere with your ability to perform the job for which you have applied?	Do you have a disability? Have you ever been treated for any of the following diseases? Has any member of your family ever had any of the following diseases?
Name	Have you ever worked for this company under a different name? Is any additional information relative to a change of name, use of an assumed name or nickname, necessary to enable a check on your work record? If yes, explain.	Original name for an applicant who's name has been changed by court order or otherwise. Maiden name of a married woman. If you have ever worked under another name, state name and dates
Address or duration of residence	Applicant's place of residence. How long a resident of this state or city?	

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ANTI-DISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY PRINCIPLES (cont)

Subject	You May Ask	You May Not Ask
Birthplace		Birthplace of Applicant Birthplace of applicant's parents, spouse or other close relatives.
Photograph		An applicant to affix a photograph to the employment form at any time before hiring or at their option.
Citizenship	Are you legally entitled to work in Australia?	Of what country are you a citizen? Whether an applicant is a naturalised or a native born citizen the date when the applicant acquired citizenship.
Language	What foreign language do you read fluently? Write fluently? Speak fluently?	
Education	About the academic, vocational or professional education of an applicant and the public and private schools attended.	
Experience	About applicants work experience and enquire into countries applicant has visited.	
Criminal convictions (See ER for more guidance in this area)	Have you ever been convicted on any crime? If so, when, where and disposition of offence? (However, be aware of the 'spent convictions' legislation that applies in some states.)	Have you ever been arrested? (An employer's uses of an individual's arrest record to deny employment would, in the absence of business necessity, constitute a violation of the human rights law.)
Relatives	What are the names of any relatives already employed by this company?	Names, addresses, ages, number or other information concerning applicant's children or other relatives not employed by the company.
Notice in case of emergency	Name and address of person to be notified in case of accident or emergency?	

Attachment 3: Guidelines for Reference Checks

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Why are reference checks important?

Information collected via reference checks allows you to:

- verify information given by job applicants on other selection measures (such as the interview);
- serve as a basis for predicting future job performance; and
- uncover background information that may not have been provided by applicants or identified by other selection procedures (for example, an instance where the applicant may have breached company policies)

What information can be collected via a reference check?

Four types of information can be solicited through reference checking:

- employment and educational background data,
- appraisal of an applicant's character and personality,
- details of an applicant's job performance abilities, and
- willingness of the referee to rehire an applicant

In a reference check do not ask about the applicant's:

- sexual orientation
- trade union activity
- social origin
- marital status
- parental status
- religion
- political belief or activity
- disabilities
- illnesses or worker's compensation history

Do inquire about:

- previous job tasks
- job performance
- attendance records
- and other job-related issues

Who should conduct a reference check?

The person chosen to carry out the reference check will depend on the information being sought. For example if it were behavioural information that needed to be checked then the DDI trained selection panel or Employee Relations person on that particular selection panel would perform the reference check.

Reference takers must also have the skills to collect information by telephone when interviewing reference givers. Reference takers must be prepared to formulate questions and record responses systematically. They must also be able to take an objective approach to information collection.

Note: A reference check of applicants does not have to be undertaken for each recruitment exercise. This method of collecting and/or confirming information should be considered along with other assessment devices in developing the final list of assessment means for that particular recruitment exercise.

Guidelines for conducting reference checks

When conducting a reference check you should adhere to the following:

- Ensure you obtain permission from applicants to contact referees.
- Ensure reference data addresses characteristics of the applicant that are necessary for successful job performance (e.g. knowledge, skills and abilities that relate to the job). Emphasis should be given to those characteristics that distinguish effective from ineffective performance. Use dimensional and situational questions to solicit this information. You may want to use the same questions used in the interview guide to verify any examples you have collected. Guidelines for asking dimensional and situational questions are found below.
- Record all reference check information in writing using the Reference Check template. If a case is brought against SCL on a hiring decision, reference data may serve as important evidence in defending the case.

Receiving reference data from another employer

It is generally considered that applicants will only use referees that they believe will speak well of them. During traditional 'unstructured reference checks' the referee usually holds the upper hand and can lead the interviewer and effectively manipulate the reference given. However, when a 'structured reference check' is administered - which is the case with the DDI program; there is little possibility of this occurring.

Reference checks serve as a valuable function: they fill in the blanks that inevitably occur during every selection process. Using reference checks allows you to:

- Follow up leads or hunches about performance in a dimension,
- More fully explore certain areas,
- Get a more satisfactory answer to a question,
- Gain additional behavioural evidence in target dimensions.

For the above reasons, reference checks are usually scheduled near the end of the selection process. Confirmation of leads or hunches is extremely important because it is not fair to deprive a person of employment or promotion without facts.

The following discrepancies are commonly revealed from a reference check:

- Dates (length of employment at various organisations),
- Accomplishments (degree qualification or salary level, position/s held),
- Experiences (duties of the position/s held, qualification and training verification).

Human resource personnel, who usually can get the information they need from staff members in other HR Departments or the School Registrars' Office, can handle the gathering of this information.

On the other hand, obtaining data on a person's behaviour and performance in critical dimensions and clarifying doubts or concerns you might have is a more difficult task to accomplish but an important one none the less. The results can have a great impact on the ACCURACY and SUCCESS of the selection process. Therefore, Targeted Selection emphasises obtaining dimensional data more than verifying facts.

Whom To Call

There are a few points you should consider when deciding whom to call for a reference check:

1. The more recent the behaviour and the more similar it is to the target job, the better its value as a predictor of future behaviour. Therefore you should **contact people who have observed the candidate recently** and focus on **behavioural information** from the previous job which resembles the one for which the candidate is applying.
2. **The number of reference checks** is limited only by your creativity and tenacity. How many people you contact depends on the candidate's background, the importance of the job and similar considerations.
3. When reference checking, **don't rely solely on HR departments** if possible. Use them only as a starting point; usually they give only the **bare facts on the person**.
4. **High school and university administrators are often reluctant to release information.** University officials might only be able to confirm enrolment dates, certificates, credits completed and degrees.
5. **Former leaders can be excellent references** because they've observed and evaluated the candidate's work and on-the-job performance. Don't let a former leader's move to another position or organisation inhibit you, get the person's number and address and follow up.
6. Tell the candidate the names of the people you plan to contact. This shows the candidate that you are trying to make a serious and thorough selection decision.
7. A candidate who has only experience in the organisation for which he or she is currently employed - possess a special challenge. **The candidate's current supervisor might not know about the candidate's job search.** Therefore, the candidate must give permission before any contact with this referee is commenced.

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- + +
- + 8. An alternative to this problem ***includes ex-employees*** of the organisation and ***clients and business associations*** in other firms.
- + 9. A reference source might be able to ***refer you to other references/referees***.
- + a. ***The best reference is a person known to the reference checker***. Try to develop a network of contacts in your industry. Reference checking becomes easier and the reference is more forthcoming when you establish a personal relationship with the people who will be providing the data you need.
- +

Attachment 4: How to Write a Position Description**Page 1 of 4****Introduction**

Since position descriptions are used as source documents for evaluating positions, it is important that they provide the information needed to assess position content under the following three factors:

Know-How	The practical, technical and specialized managerial and human relations knowledge and skill required for fully satisfactory performance on the job;
Problem Solving	The independence and the complexity of the thinking required on the job to solve problems;
Accountability	The degree to which the job is answerable for actions or the consequences of actions.

A position description should not be rigid. Indeed, it is because jobs do change that position descriptions have to be periodically updated. Unfortunately, however, there is no quick or easy way to writing a good position description, it is usually difficult to complete.

However, once completed, a position description:

- clarifies what it is that the position is required to accomplish - the responsibilities and accountabilities as well as how the position fits with others in the work group
- is the basis of agreement between you and your manager about work goals and objectives
- serves as the foundation for developing performance standards and measures, and for appraising performance

A new position description is required when:

- a new job is created
- a realignment of job responsibilities/ accountabilities occurs
- the characteristics of the job change due to technological change
- the organisation is restructured.

Step One

First you will need to gather information about:

- the major responsibilities of the position
- the authority or assistance involved in carrying out those responsibilities
- the peer, superior, subordinate relationships of the position
- where the position fits in the organisation
- the major challenges on the position
- the dimensions of the position

Note: Position Descriptions which are overly long generally indicate insufficient preparation or organisation.

Completing the Position Description Document**1. Identifying the Job**

Fill in the identification information.

2. Purpose

(Examples)

Chief Financial Officer is accountable for developing and managing programs for control of assets, budgetary planning, expenditure control, and accounting for revenue and operating costs in accordance with the organisations and government policies, and for providing advice on all such matters

Employee Relations Manager is accountable for establishing and maintaining the personnel programs needed to enable the organisation to attract, develop and retain high-calibre employees

3. *Principal Accountabilities*

Having given an overview of what the job does and what areas it affects, you can now formally define the end results expected of the job holder. In this section you are specifying the important end results which must be accomplished.

Notice that a Principal Accountability is not a listing of activities and duties, but rather broad statements of what the position is actually expected to accomplish.

(Examples)

Manager Finance

- Contribute to maximum operating efficiency through effective financial planning and reporting, and the resolution of organisational problems.
- Contribute to the effective management of the Department through development of short- and long-range operating and capital budgets and forecasts, and through the provision of competent financial advice to senior managers in the development of their operating plans.
- Safeguard the organisations assets through effective internal audits.
- Ensure the continual achievement of the organisations objectives through the acquisition, development and motivation of human resources.

Manager Personnel

Assist management in effectively utilising the organisations human resources by implementing personnel policies and programs and by developing and implementing new programs and procedures.

- Develop an understanding and acceptance by management of a positive personnel philosophy and of the need to upgrade the professional personnel throughout the organisation by effectively marketing the Department's services, programs and policies on a cost-benefit basis.
- Ensure a continuing supply of suitable candidates for management and specialist positions through advice, assistance and programs for training, performance appraisal, human resource inventory and succession planning.
- Notice also that each statement:
 - starts with an action verb
 - states an end result
 - defines the ways in which the end result is to be achieved or the means to be used
- Usually it takes a list of four to seven separate statements to cover a single job. Unfortunately, there is no simple rule for deciding how to split the job's accountabilities into separate statements.

4. *Organisation Structure*

This section identifies the reporting relationships of the position i.e.

Show the position location within the hierarchy.

Illustrate how subordinate staff (if any) are organised and what they do, including any functional relationships there may be.

5. *Dimensions of The Job*

In this section, you record the measurable areas upon which the position has either direct or indirect impact.

A number of items could be included in this area. For instance:

- the number of people supervised
- the annual payroll of those supervised
- the annual operating expenses of the unit
- the cost of materials purchased or used (annually)
- various assets controlled or affected
- any other significant dollar or other values which are measurable on an annual basis

The evaluation method does not put an inordinate emphasis on "numbers". However, you should provide figures for as many items as are appropriate (probably 2 to 4 items), in order to give the most complete picture of the job.

6. Challenges

- State the challenges in doing that work
- Discuss obstacles that need to be overcome. Specify the greatest technical and managerial challenges of the job, and then outline the nature and variety of the most typical problems. Give examples.

7. Decision Making Authority (i.e. the freedom to act)

Indicate the types of problems that must be referred to a superior for resolution or approval. Also, specify the amount of authority the position has, as well as the authority the position has for selecting/assigning personnel, purchasing supplies and services, etc.

8. Technical Expertise

What educational and or technical/ professional qualifications are essential for competent performance of this job?

9. Skills, Knowledge and Experience

What are the actual and desirable skills, knowledge and experience levels required to competently perform this job?

10. Working Relationships

Contacts inside and outside the organisation. Outline the most significant internal and external contacts of the position (including the frequency and purpose of these contacts).

11. Planning

Indicate the types of planning, timeframes this position is involved with. (e.g. yearly /5 yearly budget planning, monthly reports etc.)

Finalisation and Approval

Your manager may want to discuss some of the points in the position description when you have completed it. Even if you were confident that you had included all necessary material and deleted any unnecessary material before presenting the document for approval, this is a positive development because:

- you may have underplayed an important item
- you will both have a clearer idea of what the job is supposed to accomplish. (agreement in writing is the best way to get that common understanding)

Review

General Mistakes

- The description is too long, with too many details, which are irrelevant.
- The description is too short and superficial and, as a result, fails to capture the job.
- There is an incorrect emphasis on minor aspects of the job.

Principal Accountabilities

A summary of duties is presented, rather than statements of the primary purpose of the job.

Organisational Structure

Organisational relationships (upwards or downwards) are confusing or incomplete. Sometimes they contradict the organisational chart or do not differentiate between line and functional relationships.

Dimensions

- Which of these are a direct responsibility?
- With which of these is the position partially or jointly involved? Identify the other positions involved.
- There is an effort to be too precise. In most cases, approximate figures or data are enough.
- Too many dimensions are given. Three or four are usually enough.

Problems and Challenges

- No mention is made of the greatest challenge(s) or major problem(s) faced by the position.
- What are the greatest challenges?
- What are the most complex problems?
- Which part of the position requires assistance from others?
- Who provides this assistance?

Decision Making Authority

- What are the most important decisions the position makes?
- What are the most important recommendations the position makes?

Relations with Others

- What positions do you work with both externally and internally?
- What are the reasons for these contacts?

Additional Information

- What other information would be helpful in giving a complete picture of your job?

Note: The Position Description does not contain any direct mention of the DDI Dimensions. These are obtained separately to writing the position description.



POSITION DESCRIPTION

POSITION: Site Services Officer

VACANCY NO: 410

DEPARTMENT: Operations (Logistics) at Stanwell Power Station

INCUMBENT: Vacant

DATE APPROVED: 24 September 2004

PURPOSE:

The primary focus of the role is to assist a small team to manage the service requirements for the maintenance and improvement of ancillary plant, buildings and grounds at Stanwell Power Station. This includes air-conditioning, fire fighting, cleaning, building maintenance and other associated functions. The duties include the implementation of a strategic approach to the management of site services and facilities.

PRINCIPLE ACCOUNTABILITIES:

PURPOSE:

The primary focus of the role is to assist a small team to manage the service requirements for the maintenance and improvement of ancillary plant, buildings and grounds at Stanwell Power Station. This includes air-conditioning, fire fighting, cleaning, building maintenance and other associated functions. The duties include the implementation of a strategic approach to the management of site services and facilities.

PRINCIPLE ACCOUNTABILITIES:

Principle Accountability	This is achieved by doing the following
1. Administration and Management of Contracts	Managing the Technical, Workplace Health and Safety and Environmental aspects of service contracts. Liaising with Contractors to achieve positive working relationships. Auditing of contracts and contractor performance
2. Strategy Development	Developing strategies for the maintenance and improvement of ancillary plant, buildings and grounds. Developing and implementing effective strategies for the use of service contracts on site.

Guidelines

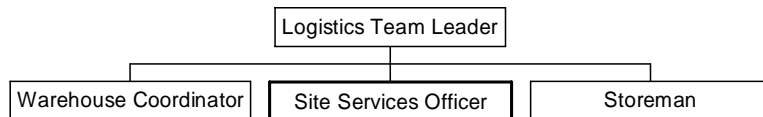
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Principle Accountability	This is achieved by doing the following
3. Awarding Contracts	Preparing, issuing, evaluating and awarding contracts.
4. Controlling Costs	Analysing and advising on commercial aspects of contract. Effectively managing the technical aspects of contracts to ensure that SCL receives value for money. Monitoring contracts for effectiveness and cost control and implement improvements.

ORGANISATIONAL CHART:



CHALLENGES:

The current major challenge of SCL is to position the organisation, its processes and its people to meet the commercial and market-driven business needs of the future. The effect of competition will combine with the strong demands of the market to drive SCL's approach to business, work, resource provision and strategic planning.

Stanwell Corporation values innovation and technical excellence and adopts a philosophy that supports consultation, good communication and the provision of opportunities for the personal development of all employees. SCL has an expectation of high levels of personal performance and responsibility and a commitment to productivity and cost effectiveness.

Site Services Officers at Stanwell Power Station will:

1. Work in a multi discipline semi-autonomous team. Understanding and stretching the boundaries of how a Self Managed Team should work.
2. Effectively manage tasks in consideration of the Station's Business Plan and market requirements
3. Work using station safety, environment and risk management practices
4. Meet deadlines and peaks in workload without compromising quality and safety

SKILLS, KNOWLEDGE AND EXPERIENCE:

- Electrical, Mechanical or Building Trade qualification
- Knowledge of the various trade and skill requirements for servicing facilities (firefighting, electrical, plumbing, carpentry, air conditioning, painting, etc).
- Experience in the administration and management of service contracts in an industrial environment or the building industry
- Knowledge of Plant Isolation and Safety Systems
- Auditing
- Budgeting and cost control
- Ability to use word processing and spreadsheet software (eg Microsoft Word & Excel)

Guidelines

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WORKING RELATIONSHIPS:

INTERNAL	EXTERNAL
<ul style="list-style-type: none"> ▪ Strategy Teams ▪ Production Teams ▪ Other SCL production sites ▪ Management ▪ Engineering Services ▪ Environmental Team ▪ Operational Support ▪ Logistics Team ▪ Finance Team ▪ Health & Safety Team 	<ul style="list-style-type: none"> ▪ Other Electricity Generators ▪ Energy Park customers ▪ Other industry contacts ▪ Statutory Authorities ▪ Suppliers

PLANNING:

- Yearly budgets for contract and strategy
- Day-to-day work
- Medium-to-Long term work
- Small projects (eg. Plant improvements)
- Overhauls

Guidelines

Recruitment and Selection

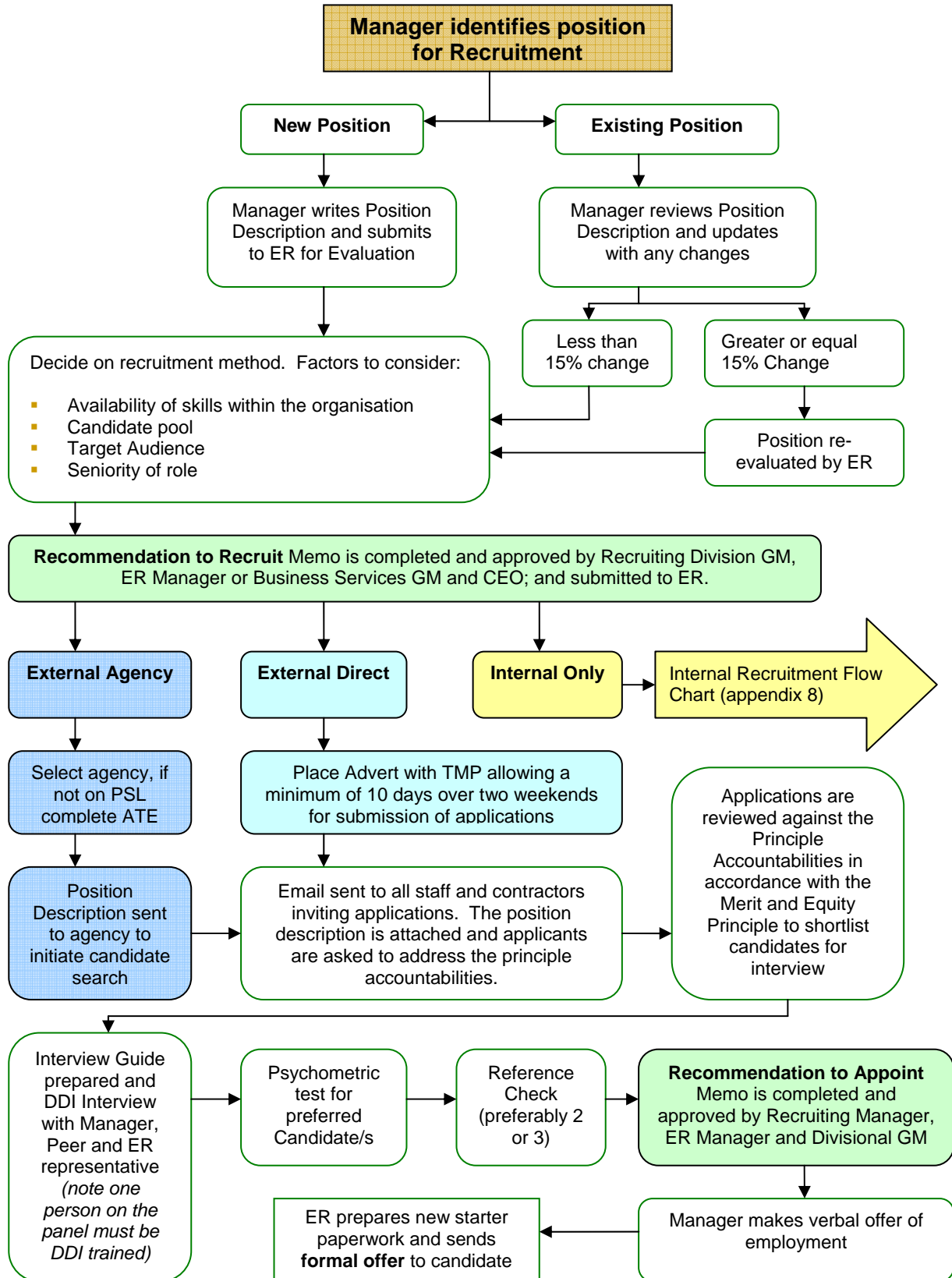
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Attachment 6: File Co-ordinator Guide

- There is a need for the File Coordinator for a position to understand the recruitment procedure and to know when to seek guidance from Employee Relations. If there are problems encountered during the procedure please don't hesitate to call Employee Relations. Call us early rather than when the problem is big!!
- Recruitment is a CONFIDENTIAL undertaking. You must under no circumstances discuss details pertaining to the selection process outside of the selection panel, the responsible manager and the Employee Relations contact.
- It is the File Coordinators responsibility to limit the exposure of CONFIDENTIAL applications to the eyes of the selection panel only.
- The recruitment file must be kept up to date. It could also be subject to an external review. Please ensure that anything that is relevant to the selection procedure goes on the file including emails.
- Reference checking can be an important part of the recruitment process BUT is undertaken ONLY after the Employee Relations contact has gone over with the selection panel the guidelines for reference checking.
- Remember that internal (SCL) candidates are your workmates. Please ensure at all times that their applications are treated confidentially and fairly.
- The selection panel will be required to provide feedback to internals so please consider carefully. It is important because the feedback from the recruitment procedure assists in their development.
- Please ensure that your manager is kept informed of the procedure and where you are up to.
- Please remember to allocate enough time for this role.

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Attachment 7: Functional Flowchart –External Recruitment



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Attachment 8: Functional Flowchart –Internal Recruitment

